



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
SOUTH PACIFIC DIVISION, CORPS OF ENGINEERS

333 Market Street, Room 923
San Francisco, California 94105-2195

CESPD-DE

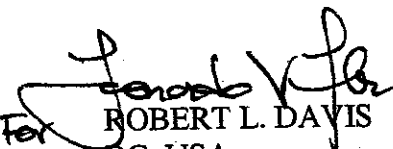
22 NOV 2002

MEMORANDUM FOR Commander, U.S. Army Corps of Engineers, ATTN: CECW-P
441 G Street, NW, Washington, DC 20314-1000

SUBJECT: The Lieutenant General Fredrick J. Clarke Award for Leadership in Environmental Sustainability

1. Reference memorandum, CECW-P, dated 19 August 2002, subject as above.
2. The attached Program Management Plan is submitted for the Lieutenant General Fredrick J. Clarke Award for Leadership in Environmental Sustainability. The South Pacific Division used the Environmental Operating Principles to enhance our sustainability initiatives in all our activities, projects, and programs. We have documented the start of an Environmental Management System to insure continual improvement to our plans. Our project is defined as the integration of the Environmental Operating Principles with the implementation of Project Management Business Process, which is a subset for an ongoing program for sustainability and sustainable practices.
3. We have no District submittals. We have rolled up our Districts' initiatives into our Regional Business Center. I request your favorable consideration of our program.

Encl
as

For  *COL, EU*
ROBERT L. DAVIS
BG, USA
Commanding



South Pacific Division
US Army Corps
Of Engineers

Program Management Plan

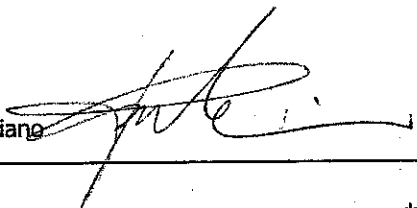
IMPLEMENTATION OF USACE ENVIRONMENTAL OPERATING PRINCIPLES

Version: Final Draft

Revision date: 15 November 2002

Approvals:

Fernando M. Coriano

 21 Nov 02

Project Manager

date

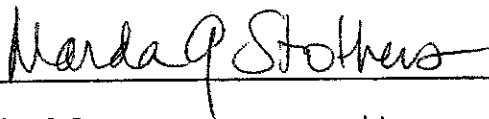
Stephen P. Miller

 21 Nov. 02

EOP Program Manager

date

Marda Q. Stothers

 21 Nov 02

Sustainability Network P.O.C.
Chief, CESP-D-MT-E

date

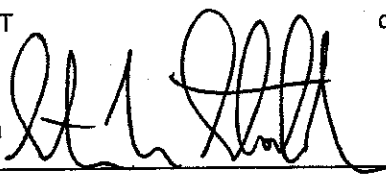
Stephen E. Browning

 21 Nov 02

Director, CESP-D-MT

date

Steven L. Stockton

 21 NOV 02

Director, CESP-D-CM

date

RELEASE AND REVISION RECORD

December 5, 2002

REVISION DATE	RELEASE / REVISION DESCRIPTION	CHANGE REFERENCE

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2.0 INTRODUCTION

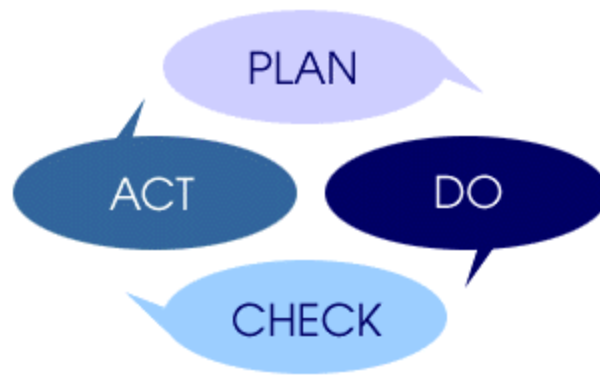
2.1 PURPOSE OF PLAN

This Program Management Plan (PgMP) outlines the strategy by which the USACE Environmental Principles (EOP) will be incorporated into the HQ CESPD Business Process. It is a coordinated operational plan for the basic understanding and eventual incorporation of the EOP into all activities undertaken by the Division. The plan represents a strategic road map for initiating specific and broad actions that will implement the USACE Environmental Sustainability initiative. In reality this plan is an Environmental Management System (EMS) deriving its corporate vision from the 7 EOPs and coordinating local Corps requirements into the Division's PgMP. This plan also outlines the initial year project as outlined in the scope segment of this plan.

This Program Management Plan (PgMP), CESPD's initial EMS, is a dynamic document and it is anticipated that it will be periodically revised to reflect the strategies and outcomes of implementation.

An EMS is a continual cycle of planning, implementing, reviewing and improving the processes and actions that an organization undertakes to meet its business and environmental goals. Most EMSs are built on the "Plan, Do, Check, Act" model. This model leads to continual improvement based upon:

- Planning, including identifying environmental aspects and establishing goals [plan];
- Implementing, including training and operational controls [do];
- Checking, including monitoring and corrective action [check]; and
- Reviewing, including progress reviews and acting to make needed changes to the EMS [act].



2.2 BACKGROUND INFORMATION ABOUT THE PROJECT

The U.S. Army Corps of Engineers has reaffirmed its commitment to the environment by formalizing a set of "Environmental Operating Principles" applicable to all its decision-making and programs. These principles foster unity of purpose on environmental issues, reflect a new tone and direction for dialogue on environmental matters, and insure that employees consider conservation, environmental preservation and restoration in all Corps activities.

Environmental sustainability can only be achieved by the combined efforts of federal agencies, tribal, state, and local governments, and the private sector, each doing their part, backed by the citizens of the world. These principles help the Corps define its role in that endeavor

On March 26, during the dedication of the Davis Pond Fresh Water Diversion Project in Louisiana, Lt. General Robert Flowers, announced the U.S. Army Corps of Engineers Environmental Operating Principles to guide the Corps in its entire work.

1. *Strive to achieve environmental sustainability. An environment maintained in a healthy, diverse and sustainable condition is necessary to support life.*
2. *Recognize the interdependence of life and the physical environment. Proactively consider environmental consequences of Corps programs and act accordingly in all appropriate circumstances.*
3. *Seek balance and synergy among human development activities and natural systems by designing economic and environmental solutions that support and reinforce one another.*
4. *Continue to accept corporate responsibility and accountability under the law for activities and decisions under our control that impact human health and welfare and the continued viability of natural systems.*
5. *Seeks ways and means to assess and mitigate cumulative impacts to the environment; bring systems approaches to the full life cycle of our processes and work.*
6. *Build and share an integrated scientific, economic, and social knowledge base that supports a greater understanding of the environment and impacts of our work.*
7. *Respect the views of individuals and groups interested in Corps activities, listen to them actively, and learn from their perspective in the search to find innovative win-win solutions to the nation's problems that also protect and enhance the environment.*

Chief of Engineers Lt. Gen. Robert Flowers says the principles provide the Corps direction on how to better achieve its stewardship of air, water and land resources, while demonstrating the connection between water resources, protection of environmental health and the nation's security.

By implementing these principles, the Corps will continue its efforts to develop the scientific, economic and sociological measures to judge the effects of its projects on the environment and to seek better ways of achieving environmentally sustainable solutions.

The principles are consistent with the National Environmental Policy Act, the Army's Environmental Strategy with its four pillars of prevention, compliance, restoration and conservation, and other environmental statutes and Water Resources Development Acts that govern Corps activities. They will be integrated into all project management processes.

2.3 PROJECT APPROACH

This PgMP builds upon an on-going program began years ago as the “greening” of the Corps. However with the milestone of the unveiling of the Environmental Operating Principles a project to insure a change from business as normal is needed. This project is the subject of this new PgMP and will be characterized by many individual projects and initiatives within SPD. Some of these projects and initiatives will be captured as part of the program and many will not. The U.S. Army Corps of Engineers has reaffirmed its commitment to the environment by formalizing a set of "Environmental Operating Principles" applicable to all its decision-making and programs. These principles were presented to the Corps Senior Staff by videoconference with direction for the senior executives to implement the, "Chain Teaching," concept so that all Corps employees were made aware of the principles.

The shift to the Corps –wide implementation of the Project Management Business Process (PMBP) and the principles of the Corps as a, “ Learning Organization, “ provides the vehicle to develop implementation plans for incorporation of the EOPs and developing an EMS consistent with Executive Order 13148,”Greening the Government Through Leadership in Environmental Management

3.0 PROJECT GOALS AND OBJECTIVES

3.1 BUSINESS GOALS AND OBJECTIVES

In the spirit of what some Americans have always embraced and what was officially started on Dec. 2, 1970 with the creation of the U.S. Environmental Protection Agency, Lt. Gen. Robert Flowers, our 50th Chief of Engineers, formally directed the integration of the USACE Environmental Operating Principles into our business process.

These seven principles, rolled out on March 26, are the fruit of intense coordination both within and outside the Corps to reflect a society in which humans and the environment must coexist. They are intended as a "roadmap for all USACE functional areas to follow in ensuring that the effects of their activities upon the environment are included in the decision process at the earliest possible juncture."

The challenge before us is to ensure that everyone within the Corps adjusts their thinking about our environmental responsibilities in accordance with the principles and doctrines, while making daily project decisions and taking action. The EOP and doctrine are designed to restructure internal Corps methods of operation and behavior

The Division has embarked upon a teaching program to fully indoctrinate everyone about these principles their substance, history, and challenges.

This is an endeavor in which all can and should take part, and not only because it has been mandated by the Chief. These principles are key to articulating to the public and to our stakeholders the significance of the environment for our nation’s future.

3.2 Project Delivery Team

Project Manager	Mr. Fernando M. Coriano	CESPD-MT-M	415 977-8244
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Team Members:

Mr. James T. Snow	CESPD-CM-P	415 977-8169
Mr. Frank T. Chui	CESPD-MT.E	415 977-8105
Mr. Peter LaCivita	CESPN-ET-PP	415 977-8672
Mr. Juan Villalobos	CESPL-ED-DA	213 452-3616
Ms Julie Hall	CESPA-EC-R	505 342-3281
Mr. Don Twiss	CESPK-ED-D	916 557-7259

The Project Delivery Team is tasked with development and implementation of the FY02 EOP implementation initiative as outlined in the project scope.

3.3 PROJECT GOALS AND OBJECTIVES

3.3.1 SCOPE

3.3.1A SCOPE DEFINITION

Develop and implement an across the board strategic environmental teaching program that will introduce the 7 EOPs and incorporate the concept of environmental sustainability into all CESPD project endeavors.

This strategy will include goals and concepts identified in Executive Order 13123, “Greening the Government through Efficient Energy Management,” Executive Order 13148, “Greening the Government Through Leadership in Environmental Management.” and supplemented by the U.S. Army’s, “SPiRiT,” and EPA’s, “Energy Star,” Programs as well as ISO 14001, “Environmental Management Systems.”

This program will capitalize upon strategic environmental partnerships, such as The Nature Conservancy, Federal Network for sustainability, Environmental Protection regions to formulate program goals. Program management will actively seek input from key stakeholders to incorporate their sustainability issues into the corporate vision.

Through our involvement with the Federal Network for Sustainability (FNS), we share and learn the best practices across Federal government agencies. As a charter signatory our early involvement has yielded the addition of Northwest Division (NWD) and Pacific Ocean Division (POD) as signatories in addition to Fort Lewis and the Western Regional Environmental Office of the Army Environmental Center. Our

sustainability network coordinator is on the executive board steering committee as the representative for the Corps signatories. We recently volunteered to take the lead for a new initiative of Green Buildings.

The status of the SPD projects and initiatives will be reviewed during the SPD regional Environmental Summit planned for February 2003. This forum was held in March 2002 to bring together the many offices that have environmental responsibilities including regularly, planning, engineering, and operations.

3.3.1.B PROJECT DELIVERABLES LIST

Programs as opposed to projects are continuing endeavors. As such, the program deliverables are recurring activities. The deliverables for the EOP program are broken into phases; those of the awareness campaign, program implementation, evaluation and revision.

Phase	Deliverables
Awareness	<ol style="list-style-type: none"> 1. EOP posters 2. EOP wallet cards
Implementation	<ol style="list-style-type: none"> 1. Web Site with tools for implementation 2. EOP Program/Training Manual 3. EOP Electronic Newsletter
Evaluation	<ol style="list-style-type: none"> 1. Annual CESPD Environmental Summit <ol style="list-style-type: none"> a. Review yearly accomplishments b. SPD Environmental Excellence Awards c. Generate Lessons Learned d. Establish next year goals 2. Environmental Board Programmatic Review 3. SPD, "State of the Environment," report
Revision	Revise PgMP as required to reflect: <ol style="list-style-type: none"> 1. Lessons learned 2. Next year's goals

3.4 MILESTONES

Event	Start Date	Complete Date
Project Kick Off		
Division Commander's, "Chain Teaching" Session	April 2002	
Selection of Environmental Board	November 2002	February 2003
Awareness Campaign	January 2003	Continuous
Implementation	February 2003	June 2003

Training Manual	February 2003	June 2003
Web Site	January 2003	February 2003
Quarterly Electronic Newsletter	January 2003	February 2003
Evaluation	February 2003	October 2003
Environmental Summit	February 2003	March 2003
Strategic Planning Conference	September 2003	October 2003
Commander's, "State of the Environment," Report	February 2003	October 2003

3.5 ASSUMPTIONS

Project Assumptions

The following assumptions have been made in order formulate a realistic and viable PgMP.

1. Senior management at CESPDP accepts the notions outlined in the 7 EOPs and pledges to further incorporate these principles into all applicable Corps endeavors.
2. First year awareness and implementation resources will be made available for this initiative. Subsequent initiative funds will be programmed during the regular applicable funding cycle.
3. Program meetings will be held concurrent with existing scheduled meetings such as the Strategic Planning Conference whenever practical.
4. The Corporate Board of Environmental Excellence will be selected and convened immediately to discuss 1st year program goals.
5. EOP training will be included and executed concurrently with the PMBP curriculum.
6. Members of the current Leadership Development Program will be used to the maximum extent possible to assure development of the future leaders as proponents of environmental sustainability.

3.6 CONSTRAINTS

Program Constraints

The EOP Program understands that the following constraints, external and internal, define acceptable execution.

1. No new FTE will be allocated for execution of this initiative.
2. Existing IT infrastructure and plant will be used to develop the deliverables.
3. Coordination with Districts will be accomplished through the use of teleconferences, videoconferences or other virtual methods.

4. This initiative is taking place concurrently with the PMBP curriculum fielding and P2 initiative implementation.
5. Initial year initiative implementation funding has not been identified or programmed.

3.7 RELATED PROGRAMS

During the early stages of program implementation, the following program initiatives are being implemented, underway or being developed and will affect the SPD.

1. PMBP
 - a. Curriculum
 - b. Implementation
2. P2/P3e development
3. Army Transformation

4. QUALITY MANAGEMENT APPROACH

4.1 PERFORMANCE / QUALITY MANAGEMENT

The PgMP's effectiveness will be measured during an annual CESPDP Environmental Summit and the annual Strategic Planning Conference. The Environmental Summit, a gathering of cross functional environmental professional from within the Division will discuss, analyze and evaluate doctrine on it's effectiveness in attaining the stated annual EOP goals. The forum will be used to develop subsequent goals and generate lessons learned that will incorporated into the subsequent year program.

An annual division, "State of the Environment," Report will be generated as an output of the meeting. This report will highlight personal, programmatic and strategic accomplishments in executing programs consistent with the 7 EOP's.

Division Environmental Excellence Awards will be provided to those districts, teams, individuals and projects, which exemplify the 7 EOP measures of merit categories provided by HQUSACE, show commitment to environmental sustainability or show personal dedication to Environmental Excellence. The board must be committed to seek and acknowledge excellence at all levels to insure broad participation and acceptance of the EOPS. The Board of Environmental Excellence will highlight the best project submittal and elevate as the Division Nominee for the annual LT Gen Frederick Clark, Excellence in Environmental award. Awards will be made during the Division's annual Strategic Planning Conference. A separate category of the Division Environmental Excellence award for personal application of sustainability is imperative to maintain the relevancy of the initiative.

The Division PRB will be used as a forum for periodically checking program execution. A separate element will be set aside quarterly for discussion of sustainability issues. The Sustainability Manager

should facilitate this discussion with issue resolution by the Chairman of the Environmental Board. Lessons learned from these discussions will be maintained on the Environmental WEB page.

4.2 QUALITY MANAGEMENT ROLES

Sustainability Program Manager:

Program Manager which working directly for the Chairman of the Environmental Board is responsible for the day-to-day execution of programmatic issues and strategic partnering and outreach. It is incumbent on this individual to develop EMS policy and maintain the relevancy of the Division Web Page by posting current information. Additionally the Sustainability manager will be responsible for maintaining the PGMP, Program/Training manual and interfaces with the BMO for PMBP incorporation of the EOPs.

5.0 PROGRAM MANAGEMENT APPROACH

5.1 WORK BREAKDOWN STRUCTURE (WBS)

5.2 GANTT CHART

5.3 BASIS OF ESTIMATE

5.4 PROJECT EFFORT ESTIMATE

5.5 PROGRAM STANDARDS

The standards by which this initiative will be conducted include but are not limited to:

Executive Orders:

13123, “Greening the Government through Efficient Energy Management,”

13148,”Greening the Government Through Leadership in Environmental Management.”

ISO 14001, “Environmental Quality Systems.”

EPA’s ,“Energy Star Program”

U.S. Army SPiRiT Program

USACE 7EOPs

Regional PMBP

5.6 PROGRAM ROLES AND RESPONSIBILITIES

The Chairman of the Environmental Board:

A senior level Division leader that will be charged with the successful execution of the PgMP and overall EMS. The Chairman provides vision, clarity and purpose to the Division’s environmental sustainability mission.

Environmental Board members;

Leaders representing the various Corps functions with relevant responsibility for environmental sustainability issues. The Chairman will select the Board from Chiefs of Engineering, Construction, Civil Works, Planning, Logistics and Office of Counsel. The Chairman will conduct the first meeting as a break-out session at the next annual Environmental Summit.

Sustainability Program Manager:

Program Manager which working directly for the Chairman of the Environmental Board is responsible for the day-to-day execution of programmatic issues and strategic partnering and outreach. It is incumbent on this individual to develop EMS policy and maintain the relevancy of the Division Web Page by posting current information. Additionally the Sustainability manager will be responsible for maintaining the PGMP, Program/Training manual and interfaces with the BMO for PMBP incorporation of the EOPs.

Ad Hoc Team Members;

The most important aspect of a successful environmental sustainability program is the participation by all the Corps employees. It is through acceptance as relevant and application of the concepts, doctrine and policy of environmental sustainability that the Program can be evaluated as successful. Opportunities for participation by all employees irrespective of function, duties or level must be sought out.

One member from each of the annual district Leadership Development Program will represent their respective districts on the Board.

5.7 CHANGE AND ISSUE MANAGEMENT APPROACH

Changes and issue arising from the execution of the Sustainability program will be documented in a formal issues log. Resolution will be attempted at the lowest possible level and unresolved issues and major programmatic issues will be elevated to the Chairman of the Environmental Board. If the Chairman finds that the issue deserves input from the Board it will be done so at the annual programmatic review.

5.8 COMMUNICATIONS AND CONTROL APPROACH

Posters and wallet cards will conduct the initiation of the program. These documents will provide the basic tenets of the 7 EOP's to all Corps employees. This awareness campaign will be the "What," of the program.

The web page will be the method for disseminating additional information such as updates, program manual and training information; the "How."

The Annual Environmental Summit, a gathering of the Environmental leadership will assess the program and develop revisions to the PgMP," Who and When."

An E-mail list of all Environmental assets within the Division has been compiled and will be maintained as an avenue for rapid dissemination of information. Environmental assets will further the chain training of the 7 EOPs.

The Annual, “ State of the Environment,” will be published and electronically disseminated. This document will contain the assessment of how the program was executed for the recent year, Lesson learned, revisions to the PgMP and subsequent year goals.

5.9 ATTACHMENTS / APPENDICES

Appendix A - **Acronyms List**

Appendix B-

Appendix C-

Appendix D

5.10 REFERENCES

Executive Order 13123

The Energy Star Program

U.S. Army SPiRiT Program

APPENDIX A

ACCRONYMS

EOP	-	Environmental Operating Principals
EMS	-	Environmental Management System
FEMP	-	Federal Energy Management Program
FNS	-	Federal Network on Sustainability
FTE	-	Full Time Equivalent
ISO	-	International Standards Organization
LEED	-	Leadership in Energy and Environmental Design
NEPA	-	National Environmental Policy Act
PgMP	-	Program Management Plan
PMP	-	Project Management Plan
SPiRiT	-	Sustainable Projects Rating Tool
USACE	-	U.S. Army Corps of Engineers
WRDA	-	Water Resources Development Act

ATTACHMENT 1-A

Task as of Thu 11/21/02
eop

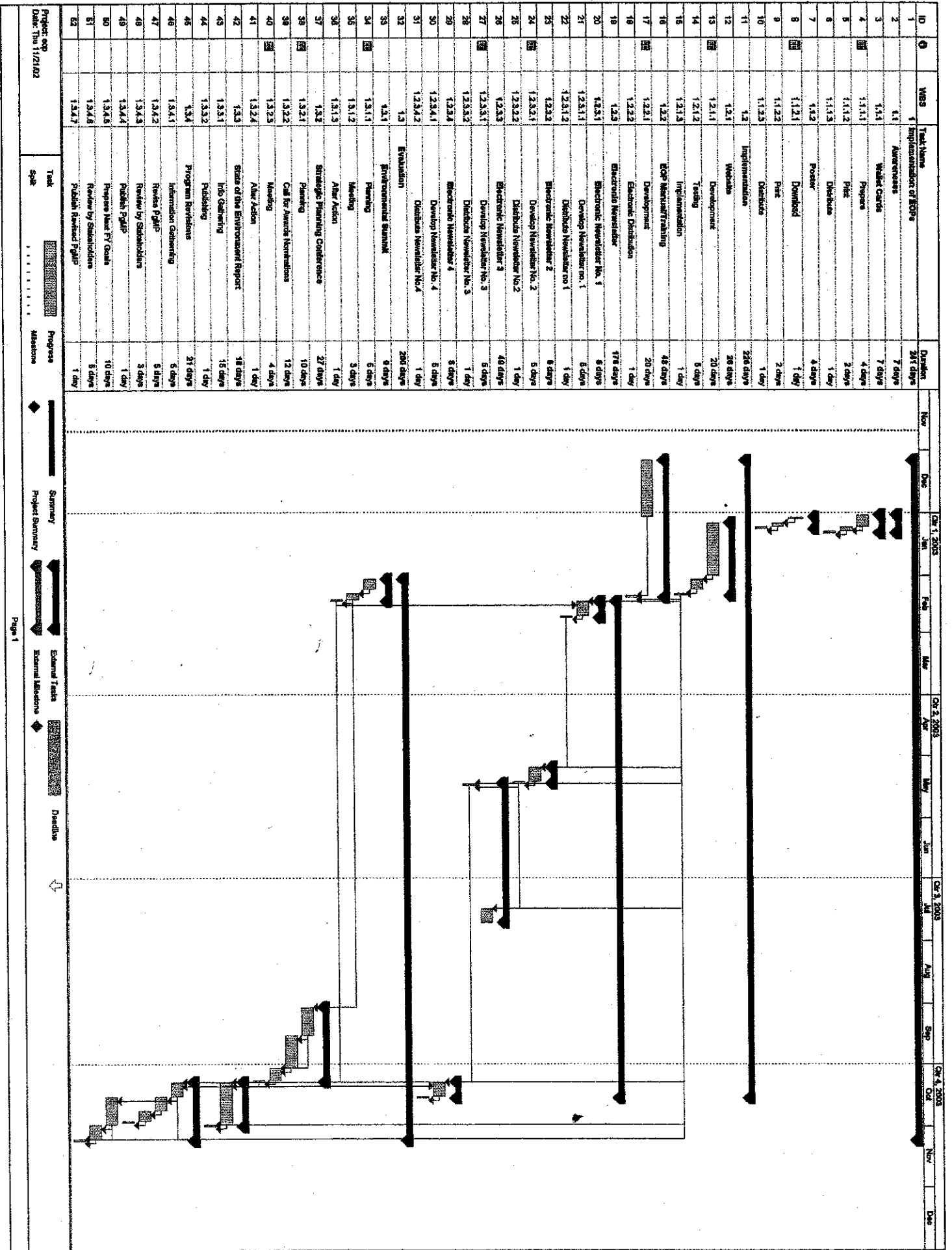
ID		WBS	Task Name
4		1.1.1.1	Prepare
5		1.1.1.2	Print
6		1.1.1.3	Distribute
8		1.1.2.1	Download
9		1.1.2.2	Print
10		1.1.2.3	Distribute
13		1.2.1.1	Development
14		1.2.1.2	Testing
15		1.2.1.3	Implementation
17		1.2.2.1	Development
18		1.2.2.2	Electronic Distribution
21		1.2.3.1.1	Develop Newsletter no. 1
22		1.2.3.1.2	Distribute Newsletter no 1
24		1.2.3.2.1	Develop Newsletter No. 2
25		1.2.3.2.2	Distribute Newsletter No.2
27		1.2.3.3.1	Develop Newsletter No. 3
28		1.2.3.3.2	Distribute Newsletter No. 3
30		1.2.3.4.1	Develop Newsletter No. 4
31		1.2.3.4.2	Distribute Newsletter No.4
34		1.3.1.1	Planning
35		1.3.1.2	Meeting
36		1.3.1.3	After Action
38		1.3.2.1	Planning
39		1.3.2.2	Call for Awards Nominations
40		1.3.2.3	Meeting
41		1.3.2.4	After Action
43		1.3.3.1	Info Gathering
44		1.3.3.2	Publishing
46		1.3.4.1	Information Gathering
47		1.3.4.2	Revise PgMP
48		1.3.4.3	Review by Stakeholders
49		1.3.4.4	Publish PgMP
50		1.3.4.5	Prepare Next FY Goals
51		1.3.4.6	Review by Stakeholders
52		1.3.4.7	Publish Revised PgMP

ATTACHMENT A-2

Task as of Thu 11/21/02
eop

Duration	Start	Finish	Predecessors	Resource Names
4 days	Thu 1/2/03	Tue 1/7/03		
2 days	Wed 1/8/03	Thu 1/9/03	4	
1 day	Fri 1/10/03	Fri 1/10/03	5	
1 day	Fri 1/3/03	Fri 1/3/03		
2 days	Mon 1/6/03	Tue 1/7/03	8	
1 day	Wed 1/8/03	Wed 1/8/03	9	
20 days	Mon 1/6/03	Fri 1/31/03		
5 days	Mon 2/3/03	Fri 2/7/03	13	
1 day	Mon 2/10/03	Mon 2/10/03	14	
20 days	Fri 12/6/02	Thu 1/2/03		
1 day	Tue 2/11/03	Tue 2/11/03	17,15	
5 days	Fri 2/14/03	Thu 2/20/03	15,36	
1 day	Fri 2/21/03	Fri 2/21/03	21	
5 days	Wed 5/7/03	Tue 5/13/03	22,15	
1 day	Wed 5/14/03	Wed 5/14/03	24	
5 days	Wed 7/16/03	Tue 7/22/03	25,15	
1 day	Thu 5/15/03	Thu 5/15/03	25,15	
5 days	Fri 10/10/03	Thu 10/16/03	15,28,41	
1 day	Fri 10/17/03	Fri 10/17/03	30	
5 days	Mon 2/3/03	Fri 2/7/03		
3 days	Mon 2/10/03	Wed 2/12/03	34	
1 day	Thu 2/13/03	Thu 2/13/03	35	
10 days	Wed 9/3/03	Tue 9/16/03	35	
12 days	Wed 9/17/03	Thu 10/2/03	38	
4 days	Fri 10/3/03	Wed 10/8/03	38,39	
1 day	Thu 10/9/03	Thu 10/9/03	40	
15 days	Fri 10/10/03	Thu 10/30/03	41,36,15	
1 day	Fri 10/31/03	Fri 10/31/03	43,15	
5 days	Fri 10/10/03	Thu 10/16/03	41,36	
5 days	Fri 10/17/03	Thu 10/23/03	46	
3 days	Fri 10/24/03	Tue 10/28/03	47	
1 day	Wed 10/29/03	Wed 10/29/03	48	
10 days	Fri 10/17/03	Thu 10/30/03	46	
5 days	Fri 10/31/03	Thu 11/6/03	50	
1 day	Fri 11/7/03	Fri 11/7/03	51,15,46,50	

ATTACHMENT B



eop
U.S Army Corps of Engineers

ATTACHMENT C

as of Thu 11/21/02

Dates

Start:	Fri 12/6/02	Finish:	Fri 11/7/03
Baseline Start:	NA	Baseline Finish:	NA
Actual Start:	NA	Actual Finish:	NA
Start Variance:	0 days	Finish Variance:	0 days

Duration

Scheduled:	241 days	Remaining:	241 days
Baseline:	0 days?	Actual:	0 days
Variance:	241 days	Percent Complete:	0%

Work

Scheduled:	0 hrs	Remaining:	0 hrs
Baseline:	0 hrs	Actual:	0 hrs
Variance:	0 hrs	Percent Complete:	0%

Costs

Scheduled:	\$0.00	Remaining:	\$0.00
Baseline:	\$0.00	Actual:	\$0.00
Variance:	\$0.00		

Task Status

Tasks not yet started:	52
Tasks in progress:	0
Tasks completed:	0
Total Tasks:	52

Resource Status

Work Resources:	0
Overallocated Work Resources:	0
Material Resources:	0
Total Resources:	0